

# Gen Patton on War

*(if he were around today)*

“No bastard ever won a war by making PowerPoint presentations for his country.”

“He won it by making the other poor dumb bastard make PowerPoint presentations for his country.”



George C. Scott as George S. Patton Jr.

# Culture Workshop

*Operational Excellence through Risk  
Management*







**CDR David Boal**

**Naval Safety Center**

# CW Standardization

- SOP
- Technique
- Interactive

# Initial Contact

- Safety Officer/DOSS
  - Email/Phone
  - Establish firm Schedule
  - Logistic Requirements
  - CW Team Members
- CO
  - Email form letter
  - Phone
- Technique
  - Use sponsorship link on Cmd Website
  - Burn a drill to visit if big Workshop

# In-Brief/Intro

- PowerPoint
  - Example emailed by Moe is good base
  - Email
  - Ensure CW Team Members are avail at brief

# In-Brief Inclusions

- CW Background
- Navy Case Studies of Culture
  - Know facts
  - Don't elaborate on examples

# In-Brief Inclusions (cont'd)

- Musts
  - Culture definition
    - Iceberg example
  - Operational Excellence Definition
  - ORM
  - ID “potential” Hazards that pose risk to “further” Operational Excellence based on what the command says



# Operational Risk Management

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# Operational Risk Management

# Brief Team Members

- SOP
  - Use standard Team Member checklist
- Technique
  - Use debriefing guide for help in interviews

# **CULTURE WORKSHOP TEAM MEMBER CHECKLIST**

1. Above all else.....**LISTEN**
2. Do not ask integrity, communication and trust questions directly, but constantly think how people's answers relate to these three concepts.
3. Attempt to keep individual "conversations" as individual as possible.
4. Ensure that each person being interviewed knows that you are asking him/her questions at the invitation of the Commanding Officer, and that all answers stay within the unit.
5. Listen for things and not to things:
  - When a but is heard, everything said prior to the but is negated
  - Listen for "try" and "hope," as these words are not equated with action
  - A lot of "I" versus "we" for people in leadership positions is trouble
  - Listen for "we" versus "they" to ascertain a one-team philosophy
  - Listen for any personality conflicts within the unit
6. Do not take notes in front of people being interviewed.
7. Our job is to **extract** ideas and philosophies from different squadron members. Refrain from giving your personal opinion on any item. **Extract, extract, extract!** How well people open up can be directly correlated to how you ask the question. Words like "Really?!!" and "How did that happen?" can provide a more in depth answer.
8. **Have fun!** These are our Shipmates and we are here to help them out. A good sense of humor never hurts any conversation. If you should have any questions at any time during the workshop, please feel free to find me and discuss the matter at the earliest opportunity.

## Recent History

Temp	
Time	

External Factors (Beyond the CW scope)

- Money/Parts/Plans
- People/Tasking

Big Ticket:

Failing Aviator (Worst/Best/Contests?)

Training

Plan

- Ops vs. MAINT

SOP

Dept. Heads

CMC

MAINT CONTROL

- Tasking/Time/Talent?

\*J.O.s

\*Chiefs Mess

\*1<sup>st</sup> Class

Enlisted

- Geographic dispersion

CDI/QA

- Quals pulled
- “Good Jets/Confidence”

Indoc/Sponsor

- Officers:
- Chiefs
- Enlisted

Retention

Drugs/ DUI/UCMJ/Mast/Suicide

- E1 to E5
- ADSEPS
- BEQ/Liberty

EO/Issues

## ORM

- Knowledge
- Use/Accountability
- Anymouse/C.O. Suggestion Box

## COMMUNICATION:

- Electronic vs. Human (First event)

Officer

Chief

Enlisted

- Visits to Spaces/Berthing/BEQ/Club?

Enlisted

Chief

JO SO

JR SR

C.O.

X.O.

CMC

O-4

O-3

CPO

E-6

E1 to E5

## TRUST:

- Safe for Flight

## INTEGRITY:

- Compliance vs. “Do the right thing.”

# Interviews

- SOP
  - Informal
  - Don't record during
  - Be directive of Team Members
    - Maint Mtg
    - Area of concentration
- Technique
  - Use debriefing guide
  - Ask about current a/c and status (maint)

# Seminars

- SOP
  - Horseshoe/Roundtable setting
  - 10-15 people
  - Whiteboard (not small if able) or Butcher Paper
  - Emphasize Garbage in Garbage out to S.O. & C.O.
  - Rely on S.O. for herding cats
    - Not facilitator's job
    - Who shows and why they are there is a data point



# Seminar Conduct

- Have a recorder if possible
- Begin with Personal Introductions
  - Fosters informality
  - Ensures timeliness Allows time for stragglers
- Intro
  - Follow basic outline of formal intro
    - Discuss ORM & Define Operational Excellence
  - “ID potential haz that pose risk to further oper excellence”
- Communication - Trust - Integrity
  - Defined by group

# Comm

## Comm- xfer of info

Email

Maint Plan

Ops Plan

NALCOMIS

MTC MTG

Pass down written/verbal

MMP

Flt Sked

POW

POM

Indoc

Sponsor

Mentor

Capt's Call

Quarters

CPO DH Mtgs.

HFC

Chits

AOM

Lectures

Briefs

## Common Trust

CO ↗

XO ↗

DH →

Div O

JO's

CMC

MMCPO

CPO

E-5,6

E-4 below

Record all  
shared comm  
tools.

Effective vs.  
ineffective

# Trust

## **Trust - dependable, etc**

CDI

QA

Training (Dedicated, OJT, Professional)

Quals

CDI interview

Work w/out MAF

Leave

Work hours

Awards

SAU value

Standardization

SOP compliance

Syllabus

# Integrity

**Integ - do the “right thing”**

**Metric for “right thing”**

**4790**

**UCMJ**

**Pubs**

**SOP**

**NATOPS**

**Code of Conduct**

Drug

Alcohol

Sexual Harassment

Favoritism

Flat-hatting

CRM

Flt Quals

IUT Rqmt

# Debrief

- Recall
  - Organized
  - Recorded
- Presentation
  - Methodical
  - Controlled

# Debrief

- SOP
  - CO, XO, CMC (other designated)
  - Review CW charter
  - Not solution session
- Technique
  - Remove CO from office
  - Use whiteboard
  - Mini Seminar format (if not in O seminar)
  - Goods & Others (Potential Hazards)



# White Board Debrief

## Comm- xfer of info

Email	Lectures
Maint Plan	Briefs
Ops Plan	
NALCOMIS	CO
	XO
MTC MTG	CMC
	DH
Pass down written/verbal	DIV
	JO
MMP	MMCO
	MMCPO
Flt Sked	CPO
	E-5,6
POW	E-4
Indoc	
Sponsor	
Mentor	
Capt's Call	
Quarters	
CPO DH Mtgs.	
HFC	
Chits	
AOM	

## Trust - dependable, etc

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QA
Training
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CDI interview
Work w/out MAF
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Work hours
Awards
SAU value
Standardization
SOP compliance
Syllabus
Sims vs Flights (use of
FRAC studs)

## Integ - do the right thing

Drug
Alcohol
Sexual Harass
Quals
Training
Favoritism

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Flt Sked	CPO
	E-5,6
POW	E-4

## Comm

Sponsor	SL	/
Mentor	Off	/
	CPO	/
Capt's Call	E 5,6	/
	E 4 & b-lo	/

Quarters

CPO DH Mtgs.

HFC

Chits

AOM

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	MMCPO	
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	E-5,6	
POW	E-4	
Indoc		
	<b>Comm</b>	
Sponsor	<b>SL</b>	/
	<b>Off</b>	/
Mentor	<b>CPO</b>	/
	<b>E 5,6</b>	/
Capt's Call	<b>E 4 &amp; b-lo</b>	/
Quarters		
CPO DH Mtgs.		
HFC		
Chits		
AOM		

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Drug
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<b>E 5,6</b>
<b>E 4 &amp; b-lo</b>

# Matrix Debrief

	<u>PEER</u>	<u>UNIT</u>	<u>COMMENTS</u>
<b><u>E-4 &amp; Below</u></b>			
<u>COMM:</u>	7+	6+	Email 25-80%. Mtc mtg effective. Qtrs effective for giving awards not so for passing info. Pow effective. MMP effective. Indoc effect. Sponsorship lacking. Mentor program lacking. Capt's Call.
<u>TRUST:</u>	4	5+	CDI's desired qual. Some pencil whipping from complacency. QA Strong. Asked to work without MAFS. Training hot and cold. OJT good but hard to find someone to shadow. Professional training not high priority. SAU w/e's not contributable
<u>INTEG:</u>	6	6+	Alcohol incidents handled fairly.
<b><u>E-5 &amp; 6</u></b>			
<u>COMM:</u>	7+	6+	Capt's call more introductory than effective. One way comm. CMC presence inhibits. Handling of tuition assistance chits cumbersome.
<u>TRUST:</u>	7+	6-	Could use more CDIQAR's. E-6 mess would be stronger with a physical location. Dailies dictated by ops. QA's not evenly dispersed. Training ineffective. Mentorship lacking. SAR

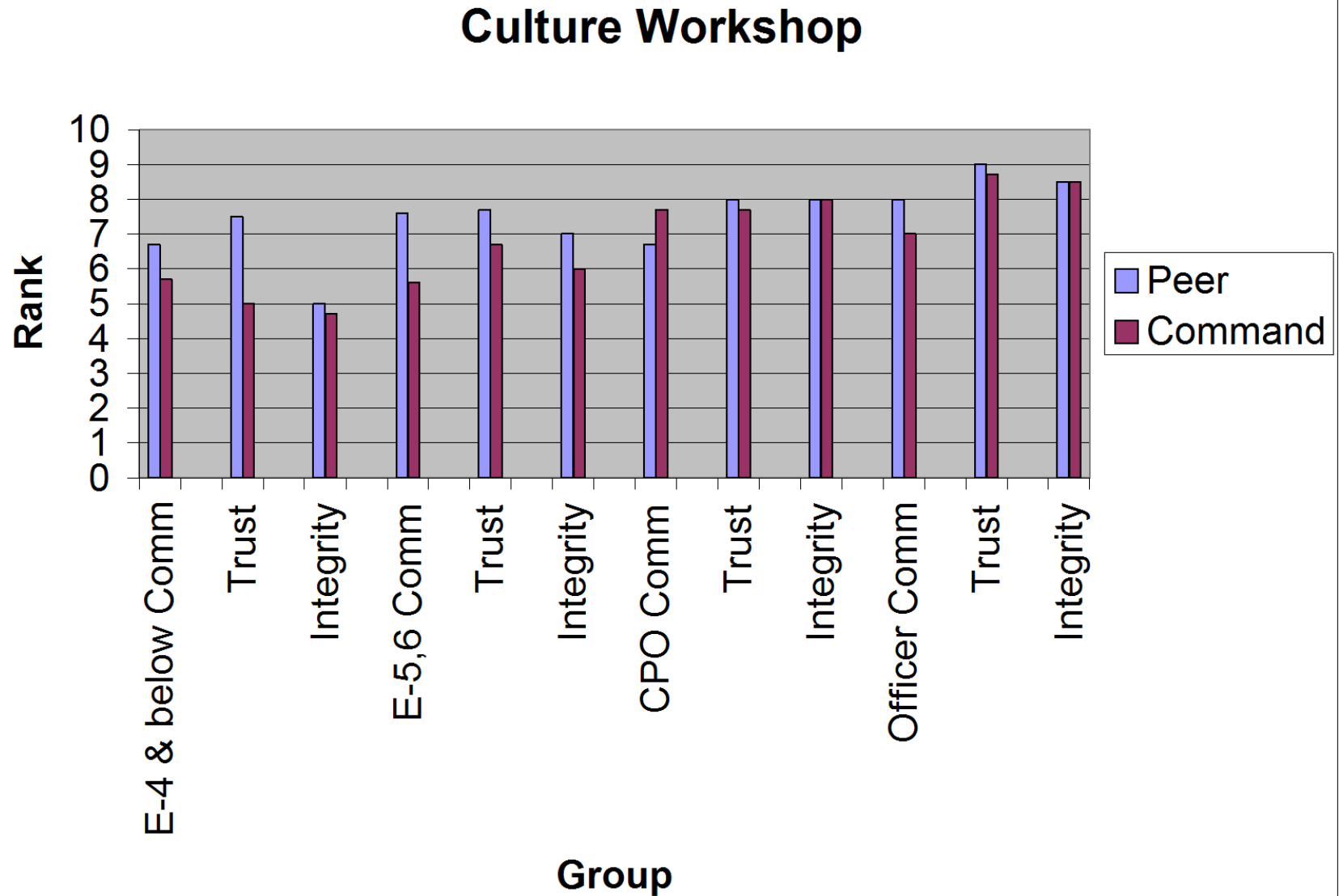
	Peer	Command
<b>Artisan Comm</b>	7+	4+
<i>Trust</i>	7	4
<i>Integrity</i>	6	4

<b>Test Line Comm</b>	7+	3+
<i>Trust</i>	8	3
<i>Integrity</i>	7+	3+


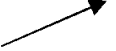



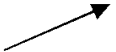

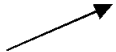


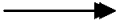


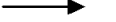

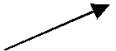




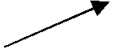

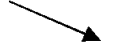
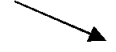


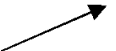

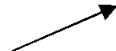




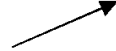
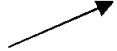
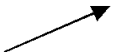
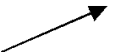
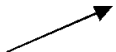
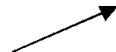
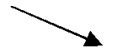

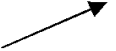

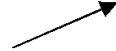
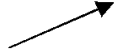


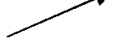


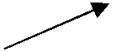

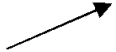
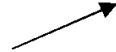
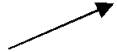
<b>Enlisted Comm</b>	6	3
<i>Trust</i>	7+	3+
<i>Integrity</i>	7	4

<b>Officer Comm</b>	7	2+
<i>Trust</i>	8	2-
<i>Integrity</i>	8-	3+

# Chart

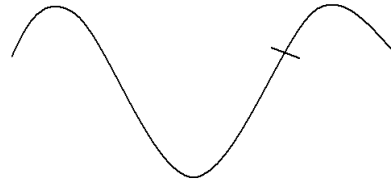


# Chain of Command Debrief

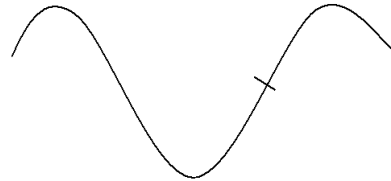
	E-3 & below	E-4,5	CPO	Stud Off	Officers
CO					
XO					
CMC					
DH					
Div Off					
Maint Chief					
JO					
CPO					
E-6					
E-5					
E-4 & below					

# Life Cycle Debrief

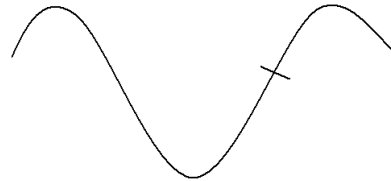
**Officers**



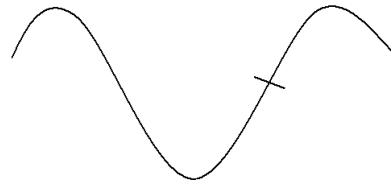
**Student Officers**



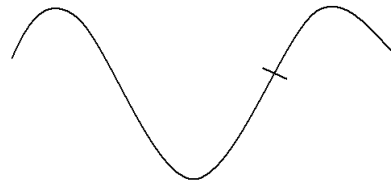
**CPO**



**E-5,6**



**E-4 & Below**







## CULTURE WORKSHOP

### Potential Hazards to further Operational Excellence

1. Change of personnel
  - a. of DH's
  - b. Change DH Gaps
  - c. Loss of Experienced aviators (O-3 and O-4)
  - d. Change of Command
2. Training on back burner due to Optempo
3. Fractional Senior Enlisted Leadership
4. Best Practices not hard tuned
5. Op Tempo
6. Cruise
7. Cannibalization, Wing level (External)

# Final Thought

- Conduct CW with another facilitator
  - Observe another style
  - Camaraderie
- Conduct CW outside community
  - Excellent experience



***Questions?***



## **Comm**

Email

Maint Plan

Ops Plan

NALCOMIS

MTC MTG

Pass down written/verbal

MMP

Flt Sked

POW

Indoc

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CDI interview

Work w/out MAF

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Work hours

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SAU value

Standardization

SOP compliance

Syllabus

Sims vs Flights (use of FRAC studs)

## **Integ**

Drug

Alcohol

Sexual

Harrass

Quals

Training

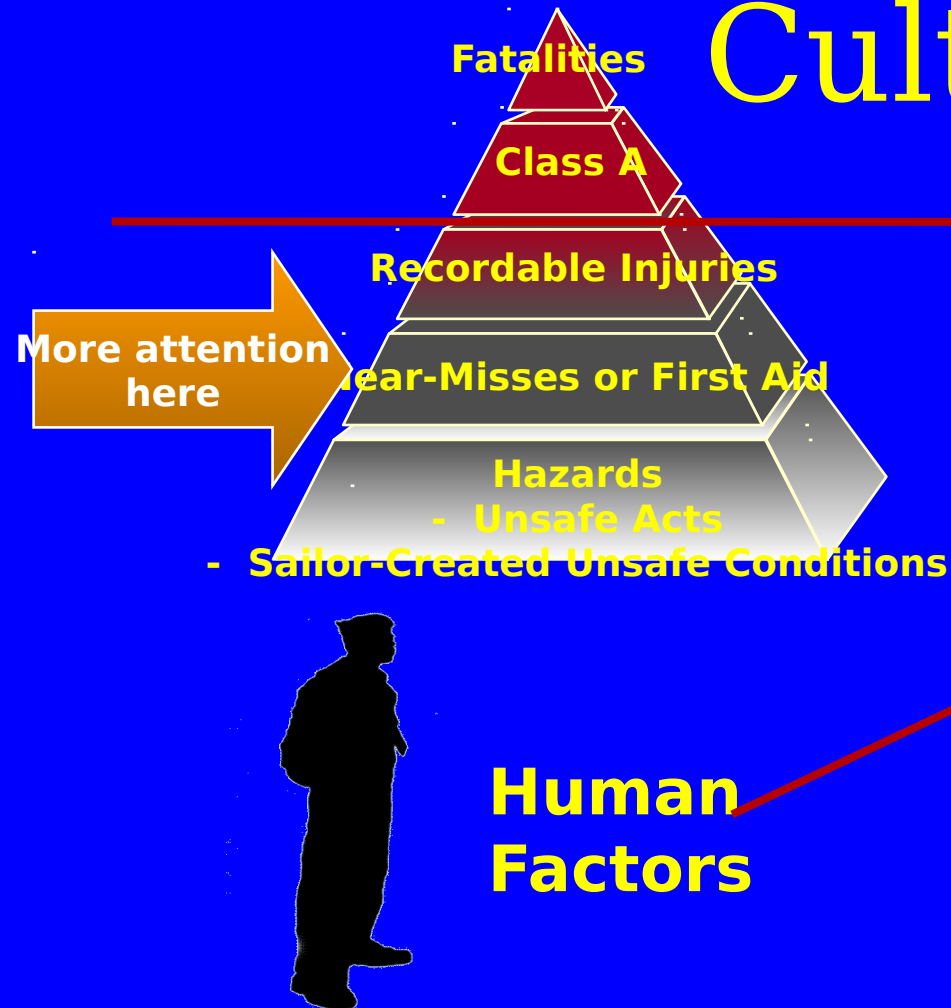
Favoritism

# Comm

## Comm- xfer of info

Email	HFC	<b>Comm or Trust</b>
Maint Plan	Chits	CO ↗
Ops Plan	AOM	XO ↗
NALCOMIS	Lectures	CMC →
MTC MTG	Briefs	DH ↘
Pass down written/verbal		Div O
MMP		JO's
Flt Sked		MMCO
POW		MMCPO
Indoc		CPO
Sponsor		E-5,6
Mentor		E-4 below
Capt's Call		
Quarters		
CPO DH Mtgs.		

# Leaders Focus on Culture



# What is Navy's overall mission?



# What is Navy's overall mission?

- Weapon on Target



# What is Navy's overall mission?

- Weapon on Target

Need:

People

Material

# What is Navy's overall mission?

- Weapon on Target

Need:

People — Must  
Material —

Preserve

# NAVAL AVIATION HISTORY

**776 aircraft  
destroyed in  
1954**

**45 aircraft  
destroyed and  
59 fatalities in  
2004-2005**

**20 aircraft  
destroyed and  
24 fatalities  
In 2006**



# Navy Mishap Rate Goal

$\frac{1}{2}$  the 2002 Rate

Why? Is it possible?

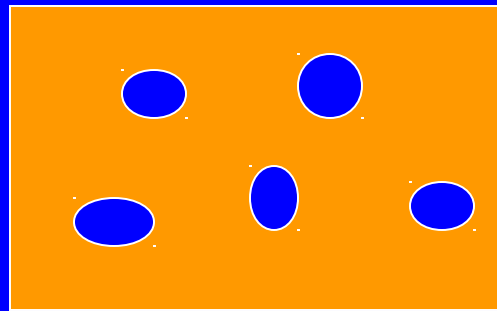
# 2004 Mishap Rate

## Leading Causal Factors

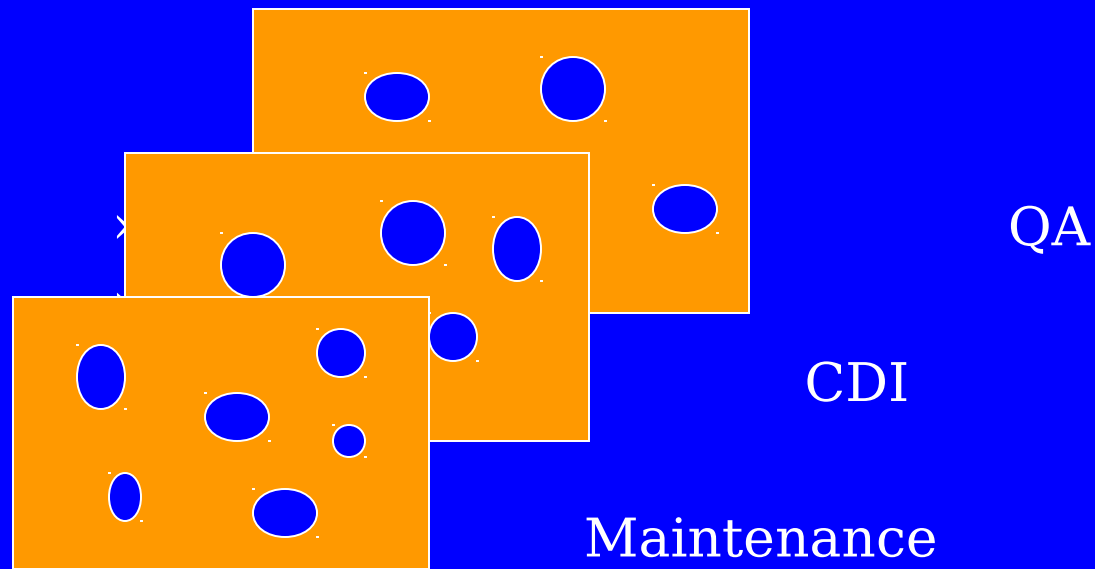
- **Human Error (89%)**
  - Aircrew (breakdown in Crew Resource Management, poor decision making, failure to properly perform emergency procedures)
  - Supervisory (failure to provide adequate guidance and training)
- **Material/Systems Malfunction (11%)**
  - Material/component catastrophic failure (no human error involved)

With all the programs we have, why is H.E. high?

# Human Error



# Human Error



# A need to address Human Factors



“Write a rule to prevent  
HF mishaps”

“Don’t Do dumb things”

ORM

# Operational Risk Management

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# Operational Risk Management

Why Culture?

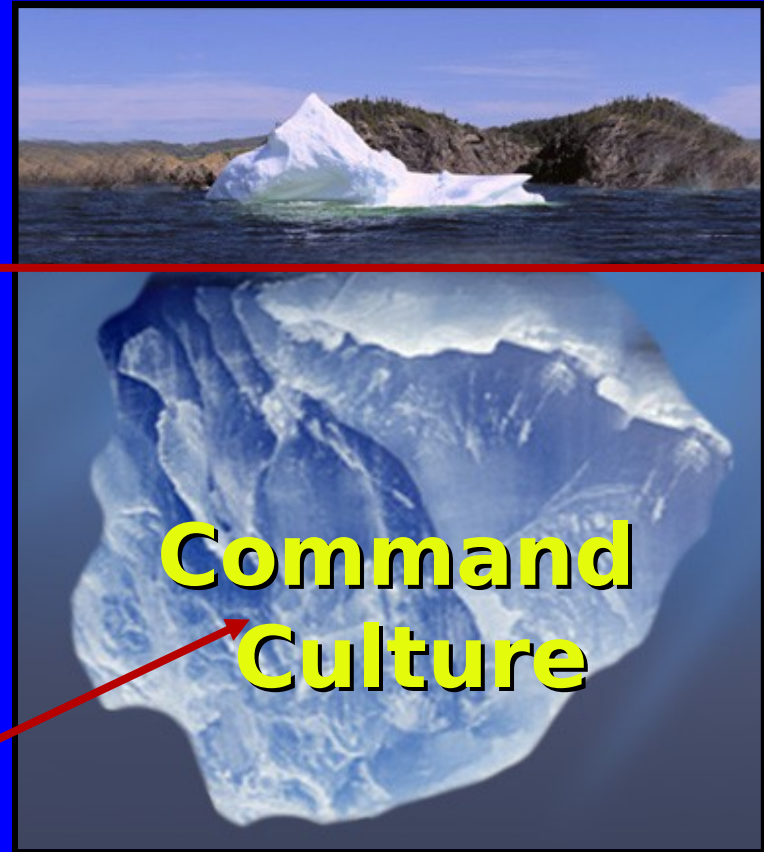
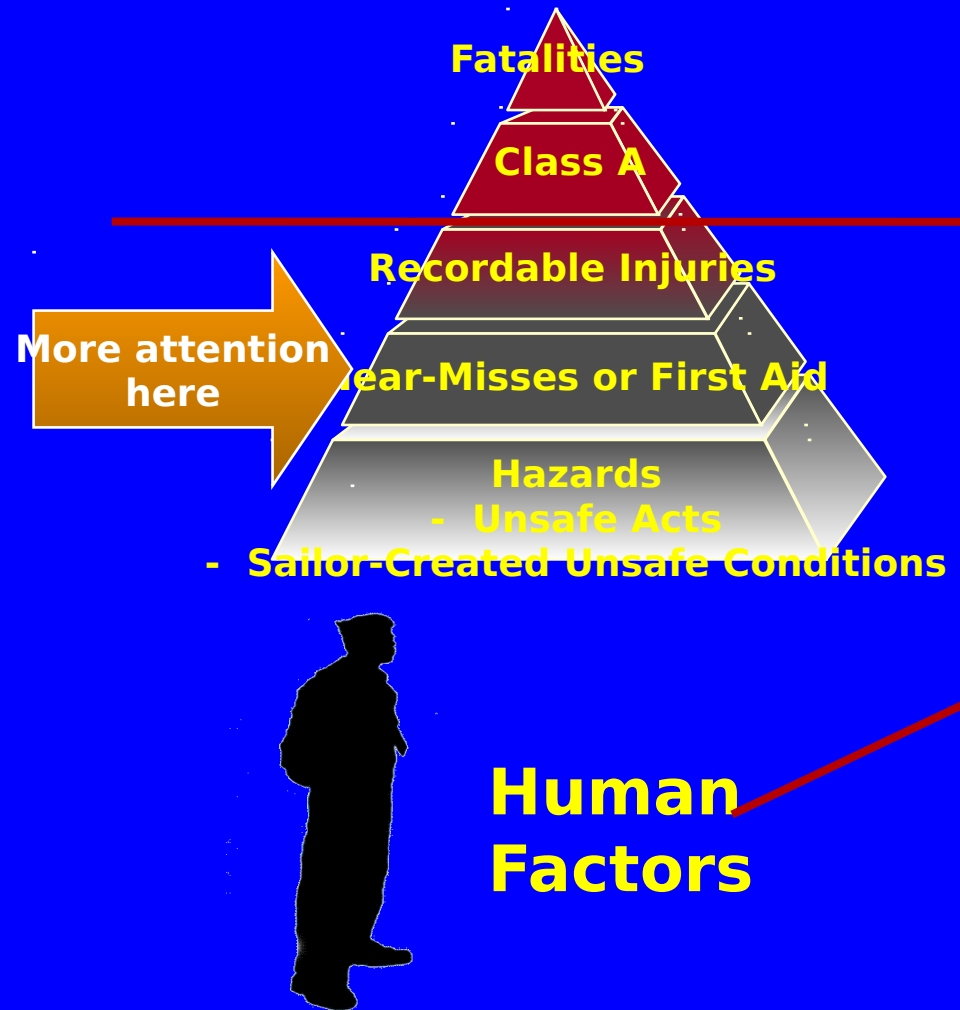
# What is Culture?

# What is Culture?

- Daily way of doing business
- Accepted Procedure or practice
- Group values and standards
- Perception vs. Reality
- Buy-in
- Shaped by Leadership



# Leaders Focus on Culture



**Command Culture**

**Human Factors**

# CW “Grand Slams”

## *That Might Have Been?*

- VF-213 “Second time’s a charm”
- Aviano “Burn Your Tapes Men”
- USS Greeneville “I’ve got a secret”
- NASA “***Faster, Better, Cheaper***”
- Abu Graib

# Culture Workshop

Need a way to assess Command  
Culture and effect on Operational  
Excellence

# Culture Workshop

Operational Excellence is built on a foundation of **trust, integrity & leadership** created and sustained through effective **communication**.



Communication

The diagram consists of three overlapping rectangular boxes arranged in a descending staircase pattern from top-left to bottom-right. The first box is light green and contains the word 'Communication'. The second box is yellow and contains the word 'Trust'. The third box is orange and contains the word 'Integrity'. The boxes overlap such that the 'Trust' box is partially behind the 'Communication' box, and the 'Integrity' box is partially behind the 'Trust' box.

Trust

Integrity

# Culture Workshop

Identify hazards to further Operational Excellence

Communication

Trust

Integrity

# Mission of Culture Workshop

- Independent facilitators contracted to CO
- Listen to what your people say through interviews and seminars
- Identify potential Hazards to further Operational Excellence (step one of ORM)
- Process evolves into a running debrief

# ROE

## Strategic

- Workshop at C.O.s Invitation
- Results Strictly Private

## Tactical

- Informal but considerate
- Participate: Workshop is an exercise in Human Factors and ORM, not an evaluation

# Metrics

## **FY-04-05 Culture Workshop External Assessment :**

- 261 USN/USMC squadrons
- 47 Class-A mishaps last two years.
- 168 (64% of USN/USMC) squadrons conducted a CW.
  - Only 7 had Class-A mishaps after a workshop

**BOTTOMLINE: SQUADRONS THAT  
FAILED TO CONDUCT A CW (OVER 1/3  
OF NAVAL AVIATION) ACCOUNTED FOR**



# Schedule

Fri 23

- |                        |                        |    |
|------------------------|------------------------|----|
| • 0800-0900<br>& Staff | Intro                  | CO |
| • 0915-0930            | Brief Facilitator Help |    |
| • 0930-1000            | Interview with CO      | CO |
| • 1230-1430            | Designated E-4 & below |    |

Sat 24

- |             |                 |
|-------------|-----------------|
| • 0745-0945 | E-5,6 Seminar   |
| • 1015-1215 | CPO Seminar     |
| • 1300-1500 | Officer Seminar |

# Schedule

Sun 25

- 0700-0930 Personal Interviews
- 1000-1200 Wing Ceremony
- 1130-1330 Debrief CO, XO

# ORM / TQL Comparison

- ORM

- Team established till event is over or effective risk controls implemented
- Can be done alone
- Process not Program
- Detect Hazards
- Manage Risks
- Reduce Risk

- TQL

- QMB established till process goes away
- Always uses Team concept
- Continuous process Improvement
- Detect defects
- Manage processes
- Reduce Variation



# Naval Aviation Mishap Rate

776 aircraft  
destroyed in  
1954

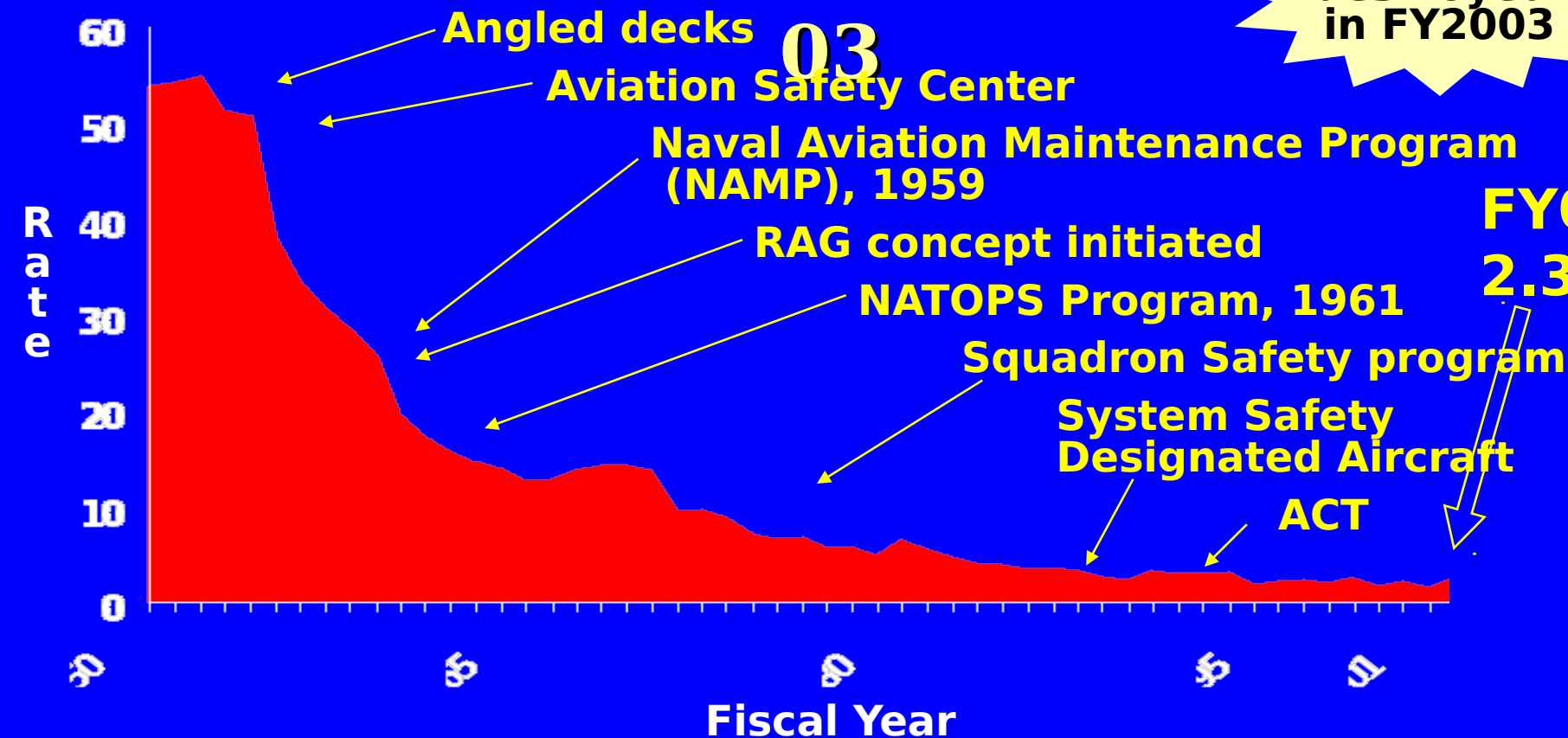
FY50-

28 aircraft  
destroyed  
in FY2003

03

FY03

2.37



# Magnitude of Accidents

*In FY04, Navy and Marine Corps Mishaps Resulted In:*

## NAVY

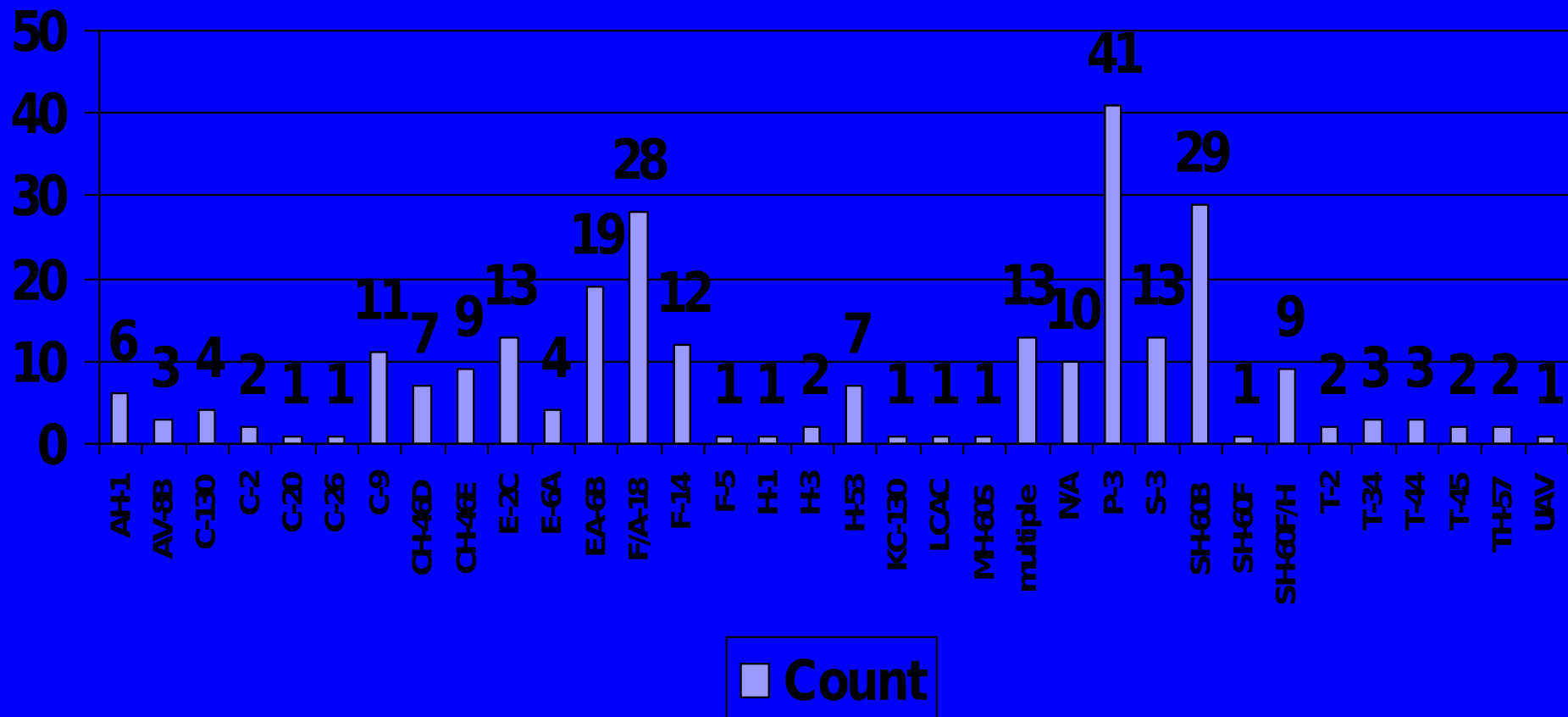
- **1 Navy death every 78 hours (3 days)**
- **1 POV death every 120 hours (5 days)**
- **1 Aviation death every 73 days**
- **1 Active duty military injury every 6 hours**
- **1.8 Military members hospitalized every day**
- **11.33 Civilian man-years lost**
- **1 Aircraft destroyed every 41 days**
- **\$1.33 Million a day in aviation losses**

## MARINE CORPS

- **1 Marine death every 88 hours (4 days)**
- **1 POV death every 191 hours (8 days)**
- **1 Aviation death every 26 days**
- **1 Active duty military injury every 25 hours**
- **1.9 Military members hospitalized every day**
- **2.53 Civilian man-years lost**
- **1 Aircraft destroyed every 19 days**
- **\$1.74 Million a day in aviation losses**

# Culture Workshops

Completed By Aircraft Type Since FY01



# Today's Areas of Greatest Concern

## The Largest Challenge: Aviation - Traffic - Recreation!



FISCAL YEAR	COST	
	OVERAL L	AVIATIO N
FY00-04	\$4.6B	\$4.0B
FY02	\$683M	\$588M
FY03	\$1.029B	\$955M
FY04	\$1.365B	\$1.286B
FY05	\$171M	\$164M

DEATHS								
OVERAL L	PMV				RECREATION			
	%	Air	Afloat	Shore	Air	Afloat	Shore	%
1,071	582 54%	90	124	368	149 14%	29	35	85
238	140 59%	30	32	78	32 13%	9	5	18
232	119 51%	17	31	71	32 14%	9	6	17
	119	16	20	83	33	4	9	20

(\$\$\$ totals represent cost of all reported mishaps and includes cost of fatality IAW DOD 6055 and DOD property loss)

**65-77% of deaths are due to PMV & Recreation mishaps**  
**85-96% of resources lost are due to Aviation mishaps**

Updated  
24Jan05



# Culture Workshops

## FY04 NUMBER OF WORKSHOPS BY COMMUNITY

